

DCI REMARKS
SIS PROMOTION CEREMONY (AUDITORIUM)
24 JULY 1984

GOOD AFTERNOON. WE ARE HERE TODAY TO AWARD PROMOTIONS TO MEMBERS OF THE SENIOR INTELLIGENCE SERVICE AND TO WELCOME THOSE NEWLY PROMOTED TO SIS RANK. I AM ALSO ESPECIALLY PLEASED TO WELCOME THE FAMILIES OF THOSE WE HONOR TODAY. WE DON'T OFTEN HAVE THE OPPORTUNITY TO RECOGNIZE PUBLICLY THE CONTRIBUTIONS OUR SENIOR OFFICERS MAKE TO THE SECURITY OF THE NATION AND TO SHARE OUR PRIDE IN THIS WITH MEMBERS OF THEIR FAMILIES. THE OFFICERS WE HONOR THIS AFTERNOON REFLECT THE FINEST QUALITIES OF GOVERNMENT SERVICE, AND BEYOND THAT THOSE SPECIAL QUALITIES THAT OUR PROFESSION OF INTELLIGENCE REQUIRES. I AM PLEASED TO BE ABLE TO AWARD PROMOTIONS TO SUCH AN OUTSTANDING GROUP OF MEN AND WOMEN.

NOT LONG AFTER THE LAST SIS AWARDS CEREMONY, I ASKED OUR EMPLOYEES AT ALL LEVELS TO PARTICIPATE IN AN EXAMINATION OF OUR GOALS, PRINCIPLES AND STANDARDS. TOGETHER WE DEVELOPED A CREDO THAT REFLECTS THE IDEALISM AND SPIRIT OF THIS ORGANIZATION AND ITS PEOPLE AND THEIR DEDICATION TO OUR INTELLIGENCE MISSION.

THE AGENCY HAS ENJOYED A LONG TRADITION OF "EXCELLENCE." SOME OF OUR ACCOMPLISHMENTS ARE KNOWN BUT MOST ARE NOT AND CANNOT BE FOR OBVIOUS SECURITY REASONS. WE MUST NEVER FORGET THAT "EXCELLENCE" IN THIS AGENCY IS THE RESULT OF EFFORTS OF ALL THE EMPLOYEES. YOU, AS SENIOR MANAGERS, MUST CONTINUALLY DEMONSTRATE YOUR COMMITMENT TO "EXCELLENCE." WE NEED THE CONTINUED COOPERATION, COMMITMENT AND ENERGY OF THE REAL PEOPLE WHO DO THE REAL WORK IN THIS AGENCY--

AND MANY OTHERS. ALL PEOPLE WORK BETTER WHEN TREATED WITH RESPECT AND GIVEN DIGNITY IN THEIR WORK PLACE. "EXCELLENCE" CAN MEAN PAYING ATTENTION TO SEEMINGLY TRIVIAL THINGS WHICH, IN FACT, ARE NOT TRIVIAL WHEN THEY DEMONSTRATE THAT SENIOR MANAGEMENT REALLY CARES ABOUT THE "QUALITY OF LIFE." IN THIS SPIRIT, SOME IMPROVEMENTS HAVE ALREADY BEEN UNDERTAKEN AND OTHERS ARE IN TRAIN:

- NEW LIGHTING HAS BEEN INSTALLED TO OUR CORRIDORS BRIGHTER.
- ON THE GROUND FLOOR, TILES ARE BEING REPLACED, WALLS PAINTED AND ELEVATOR FOYERS WALLPAPERED.
- THE GYM HAS BEEN PAINTED, THE RUNNING TRACK UPGRADED AND NEW LOCKERS AND NAUTILUS EQUIPMENT HAVE BEEN INSTALLED. (AS I LOOK AROUND, IT STRIKES ME THAT SOME OF YOU SENIOR EXECUTIVES MIGHT WANT TO TAKE MORE ADVANTAGE OF THE HEALTH ROOM.)
- WE WILL BE IMPROVING SIGNIFICANTLY THE ENVIRONMENT IN THE CAFETERIA.
- MOST SIGNIFICANTLY--AND MOST OBVIOUS--THE GROUND HAS BEEN BROKEN FOR THE NEW BUILDING WHICH WILL PROVIDE MUCH NEEDED RELIEF FOR THE OVER-CROWDING YOU ALL ENDURE.

THESE ARE IMPROVEMENTS IN WORKING CONDITIONS AND AMENITIES WHICH SHOW THAT WE CARE. ALL OF YOU CAN FIND WAYS TO BE SIMILARLY SENSITIVE TO THE NEEDS IN YOUR OWN WORK PLACES.

WE HAVE TAKEN A LONG LIST OF STEPS DESIGNED TO PUSH DOWN RESPONSIBILITY AND AUTHORITY TO LOWER LEVELS, TO IMPROVE COMMUNICATIONS AND INCREASE RECOGNITION FOR SUPERIOR PERFORMANCE AND, IN GENERAL, TO REVERSE A TREND TO MORE BUREAUCRACY AND MORE REGULATION.

IN EARLIER "EXCELLENCE" DISCUSSIONS, WE TALKED ABOUT MANAGEMENT BY TALKING AROUND. IT IS IMPORTANT BECAUSE IT KEEPS US MANAGERS IN TOUCH WITH THE PEOPLE AND AVOIDS THE ISOLATION THAT CAN OCCUR WHEN WE REMAIN IN OUR OFFICES. JOHN McMAHON AND I ARE PRACTICING WHAT WE PREACH. SINCE I'VE BEEN TALKING TO YOU ON "EXCELLENCE" I HAVE VISITED:

- THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER STAT
 STAT
- THE OFFICE OF COMMUNICATIONS AND THE OFFICE OF LOGISTICS
 STAT
- THE OFFICE OF TRAINING AND EDUCATION AT CHAMBER OF COMMERCE.
- THE OFFICE OF FINANCE AT KEY BUILDING.
- THE OFFICE OF DEVELOPMENT AND ENGINEERING STAT
- THE OFFICE OF GLOBAL ISSUES.
- THE OFFICE OF CENTRAL REFERENCE
- THE CENTRAL AMERICAN TASK FORCE HERE AT HEADQUARTERS.

- THE NATIONAL COLLECTION DIVISION AT KEY BUILDING
- THE COUNTERINTELLIGENCE STAFF
- THE INTERNATIONAL ACTIVITIES DIVISION, AND
- THE DDO'S INFORMATION MANAGEMENT STAFF

JOHN McMAHON HAS BEEN JUST AS PERIPATETIC. HE HAS VISIT:

- THE OFFICES OF PERSONNEL, SECURITY AND MEDICAL SERVICES

STAT

- THE OFFICES OF COMMUNICATIONS AND LOGISTICS

STAT

- THE OFFICE OF DATA PROCESSING

HEADQUARTERS STAT

--

STAT

- THE OFFICE OF INFORMATION SERVICES AT AMES.

- THE OFFICE OF FINANCE AT KEY.

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STAT

- THE PRINTING AND PHOTOGRAPHY DIVISION, AND

- THE MOTOR POOL.

I ENCOURAGE YOU MANAGERS TO MOVE AROUND AND LISTEN TO YOUR PEOPLE.

OUR TRADITION OF "EXCELLENCE" WAS CLEARLY RECOGNIZED BY THE PRESIDENT DURING THE COMPLIMENTARY REMARKS HE MADE WHEN VISITING HERE WITH VICE PRESIDENT BUSH TO BREAK GROUND FOR OUR NEW BUILDING. I CAN TELL YOU THAT HIS PUBLIC PRAISE IS REPEATED IN PRIVATE, AND IS ECHOED BY OTHER LEADERS IN OUR GOVERNMENT. ALL OF THEM KNOW THEY CAN COUNT ON US TO CONTINUE OUR TRADITION OF "EXCELLENCE." I WANT TO THANK EACH OF YOU FOR YOUR EXCEPTIONAL PERFORMANCE AND YOUR CONTRIBUTION TO THE MISSIONS OF THIS AGENCY. CONGRATULATIONS TO ALL OF YOU!

BOB MAGEE WILL NOW ASSIST ME IN PRESENTING THE PROMOTION CERTIFICATES.